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CONTRACTING FORCE DEVELOPMENT UPDATE

Agenda

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- Why Force Development
- Key Elements of Force Development
- Contracting Force Development Activity
- Way ahead

Force Development Doctrine

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Development

The series of experiences & challenges, combined with education & training opportunities, that produces AF leaders

Levels of Development

- **Tactical - Personal Leadership**
- **Operational - Leading People/Teams**
- **Strategic - Leading The Institution**

Force Development Why Do We Need It In The AF ?

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- Working Toward ...
 - “Wider” Perspective
 - Systemic, Deliberate Development
 - Develop Necessary Skills And Enduring Competencies
 - Interchangeable Senior Leaders
 - Better Team Builders

Key Elements of Force Development

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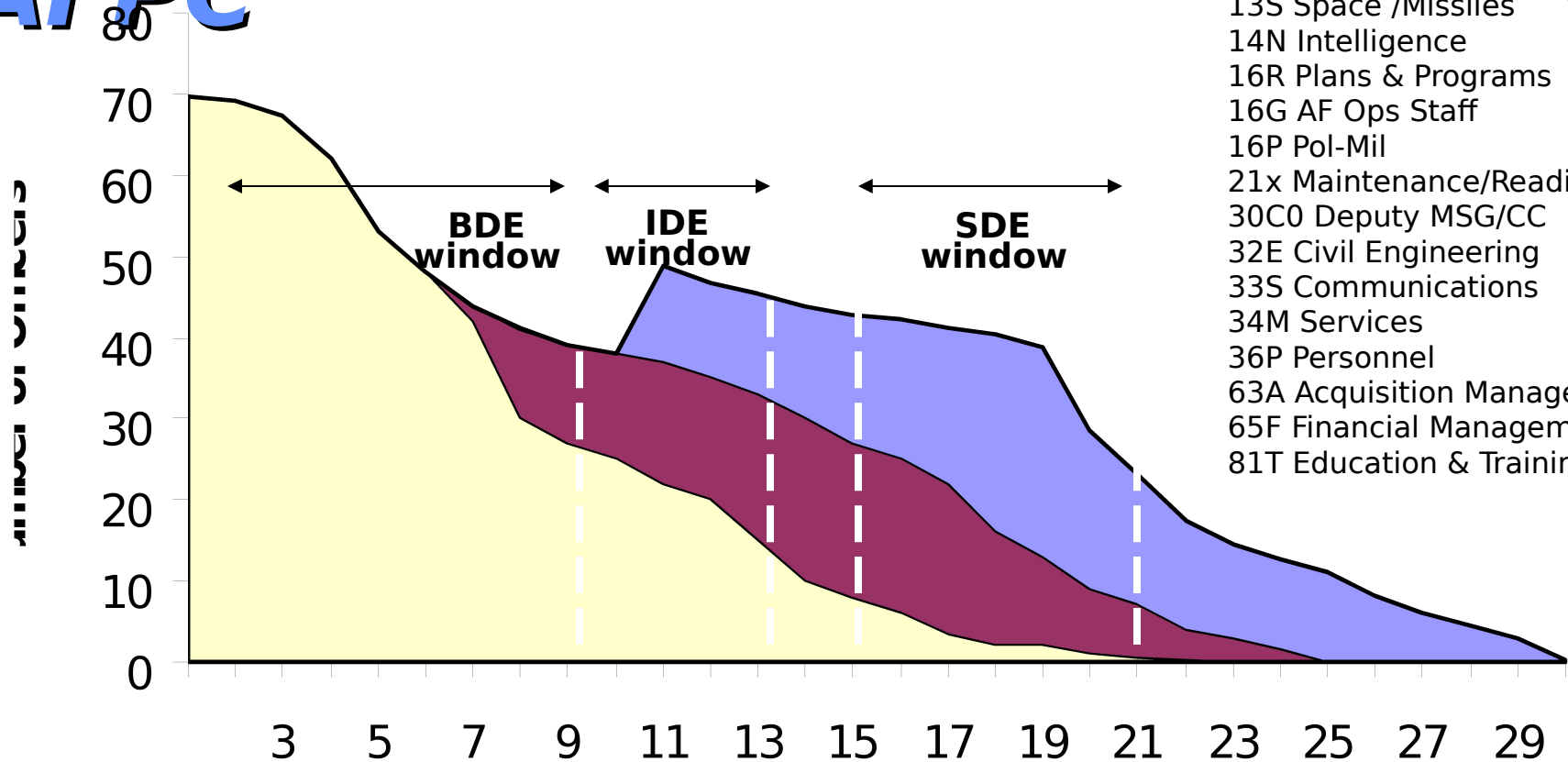


- Force Development Corporate Structure
- Career Planning Diagram – career path plan
 - Framework for career planning
- Officer/Civilian Career Development Plan (O/CDP) – career game plan
 - Reliance on reporting chain input
- Development Teams (DT) – FD execution
 - Development Vectors / Guidance / Feedback
 - Cross-functional collaboration
 - Assignment team / CCP interplay

64P Career Planning Diagram

Occupational Skill Requirement

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13S Space /Missiles
14N Intelligence
16R Plans & Programs
16G AF Ops Staff
16P Pol-Mil
21x Maintenance/Readiness
30C0 Deputy MSG/CC
32E Civil Engineering
33S Communications
34M Services
36P Personnel
63A Acquisition Management
65F Financial Management
81T Education & Training

Continuous Years of Service

Tactical

Operational
Contracting
Systems/R&D
Contracting
Logistics Contracting
Instructor
Dev Asgn (Outside

Operational

Div/Branch Chief
MAJCOM Staff/Air Staff/Joint
Instructor
Sq/CC
Dev Asgn (Outside Core)
DCMA/DLA

Strategic

Director of Contracts/Deputy PK
LGC
SQ/CC
Air/MAJCOM/OSD/JCS Staff
Deputy MSG CC/MSG CC
DCMA/DLA

Requirement
Education
Windows

Transitional Officer Development Plan (T-ODP)

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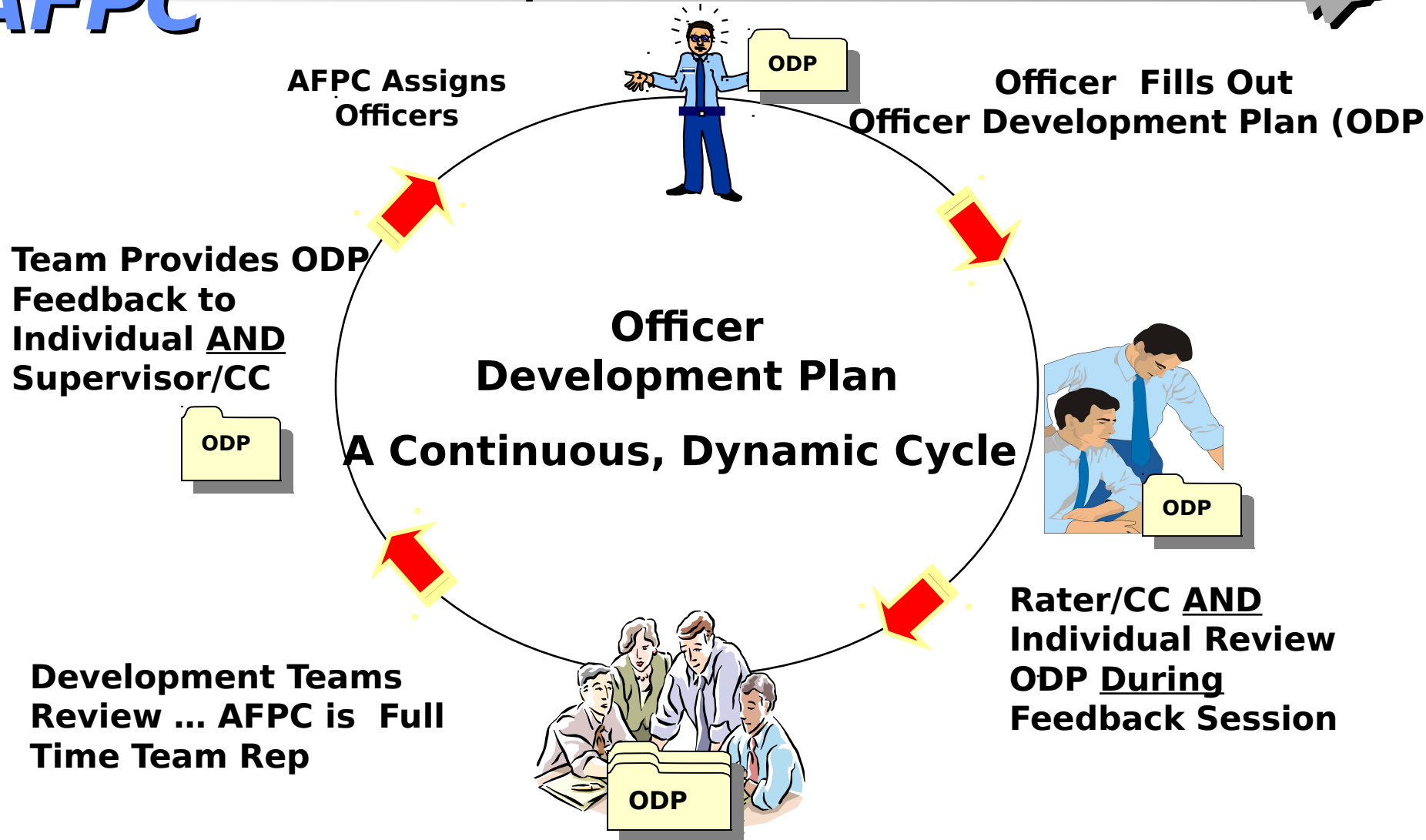
- Communication tool between officer, reviewer, AFPC and Development Team
- Formalizes commander involvement
- **T-ODP mandatory at all times!**
- Assignment matching **WILL** start with or without
 - We read every one (several times) during matching
 - No automatic email to assignment officers when submitted

This is your chance to affect your development

Officer Development Plan

Development Plan Flow

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Civilian Career Development Plan

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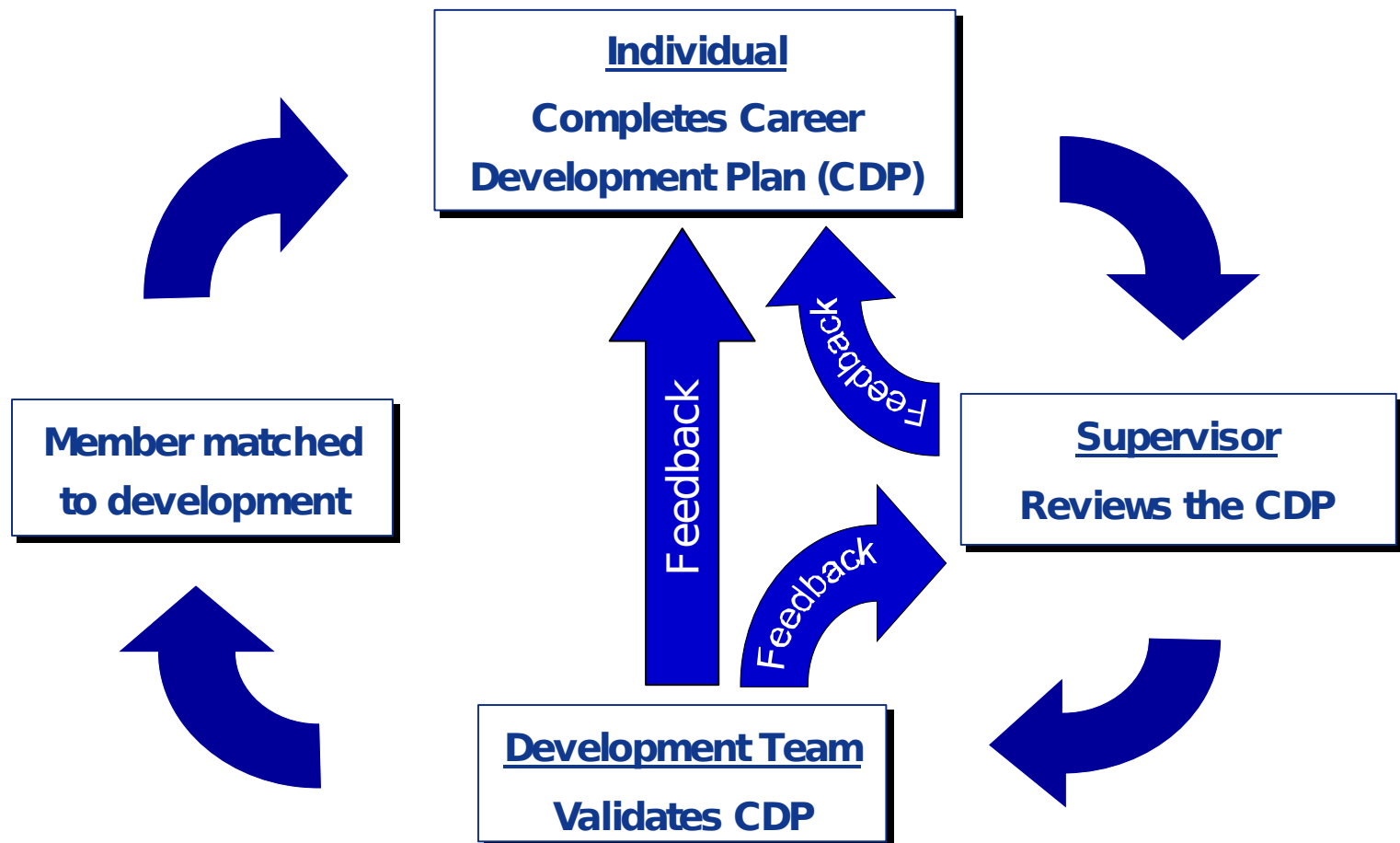


- Modeled after the Officer Development Plan
- Civilians identify
 - Past experience
 - Desired future assignments
 - Desired education/training
 - Career goals
- Reviewed by DT membership
 - Vectors Assigned

Career Development Plan



The flow of the development plan/development team process



Developmental Team Overview

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- **DT MISSION:** To prepare future Air Force Contracting leaders to meet the challenges of shaping the Air Force through appropriate training, education, and experience; career path identification: tactical; operational; strategic
- **VECTOR:** General type of job/experience or education the DT recommends for the individual based on desires, background, and potential
- **OBJECTIVES:** Help individuals achieve personal career goals; develop everyone to their potential; ensure a strong, competitive pool of qualified individuals ready to assume senior leadership opportunities

Development Team Functions

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- Identifying critical positions that provide the best developmental experiences and challenges
- Identifying our best people to prepare and develop into future AF leaders
 - Establish capability pool
- Implement / execute force development policy
- Identify developmental education candidates
 - PME, PCE, Career Broadening, Leadership Development, EWI
- Review / recommend development actions
- Guide and perform mentoring
- Provide individuals & supervisors/CC feedback via Career Development Plan (CDP)/ Officer Dev Plan(ODP)
- Provide feedback to functional mgr and Policy Council

Civilian DT Membership

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- SAF/AQC Functional Rep (President)
- SAF/AQCX
- AFMC/PK
- AFSPC/PK
- AMC/LGC
- ASC/PK
- SMC/PK
- OC-ALC/PK
- WR-ALC/PK

Military DT Membership

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- SAF/AQC (President)
- SAF/AQCX
- AFMC/PK
- ACC/LGC
- AETC/LGC
- AFSPC/LGC
- AMC/LGC
- USAFE/LGC
- PACAF/LGC
- DCMA Representative

CCP Developmental Team Status

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- Civilian DT held Apr 04
 - Reviewed all GS-15, Career Broadeners, DLAMP and began GS-14
 - Employees/Supervisors received feedback
- Civilian DT held Aug 04
 - Completed GS-14 review
 - Employees/Supervisors received feedback
- Total Records reviewed 318
 - GS-15 - 87
 - GS-14 - 196
 - CB - 29
 - DLAMP - 6

Officer Developmental Team Status

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- Battle Rhythm:
 - Spring DT: vector summer Lt Col movers
 - Summer DT: select SQ/CCs, IDE/SDE, vector Major movers for following year
 - Fall DT: Sourcing Sq/CC, vector grad CCs, IDE/SDE (vector assignments/mod III), AFIT/EWI (DT approval assignments)
 - AFPC assignment team to provide CGO vectors when the officer is in the VML (starting Spring 05 cycle)
- 64P DT has vectored 424 of 558 FGOs
 - Feedback provided by AQC, LGC or PK
 - Most of those without vectors are Majors

Way Ahead

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- Force Development will be total force: enlisted, civilian, officer
- Force Development will depend more on MAJCOM and local actions
- Moving toward automated tools
- <http://www.afpc.randolph.af.mil/cp/CCP/>
 - Civilian Force Development Guide
 - Military Force Development Guide AFDD 1-1

Back-up Slides

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Experience Vectors

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Key Leadership Job – Top level, senior leadership positions (SSG/AQ, AAC/PK, AFMC/PK, AFSPC/PKSL, etc)

Center Staff – Strategic policy and oversight of center level activities

MAJCOM/Higher Staff – MAJCOM Staff, SAF/AQC, OSD rotation, ...

Air Logistics Center – PSCM activities in support of ALC missions (Oklahoma City, Odgen and Warner Robins ALCs)

SPO / Product Center – Contracting support for system program acquisition activities. Product centers include AAC, ASC, ESC (all in AFMC) and Space and Missile Center (AFSPC)

R&D – Organizations where research, exploratory development or advanced development required but not intended for a system specific application (AFOSR, AFRL, ASC, ESC, AAC, SMC, etc)

Operational – Procurement planning & execution for installation and mission support (1 CONS, 12 CONS, etc)

Specialized Contracting – Centralized purchasing related to operational support but more complex than operational contracting (AETC CONS, ACC CONS, etc)

Career Broadening (Cross- Functional) – Assignments outside the Contracting career field (Acquisition Program Mgmt, Finance, Logistics, IT). Expected for successful strategic careers leading to senior leadership jobs

On Track - Leave in place – Individual is new to position that is providing appropriate development and should stay for 1-2 more yrs

Warrant – Needs experience (or more experience) as a Contracting Officer

CCP Career Broadening Program – Centrally managed, thirty-month assignment to gain career-building experience within Contracting

Local Development – Individuals who are not geographically mobile and/or is now, or will soon be retirement eligible and has expressed a desire to continue in his/her current position

Education Vectors



Bachelor's Degree – Self explanatory

Master's Degree – Self explanatory

Basic Development Education (BDE) – Education and training at the tactical level includes primary skill and education in the fundamentals of leadership (ASBC and SOS)

Intermediate Development Education (IDE) – Education and training at the operational level to continue to build skills (ACSC, AF Legislative Fellows (LEGIS))

Senior Development Education (SDE) – Education and training at the strategic level that emphasizes understanding of broad concepts and offers insights into complex issues (ICAF, ICAF-SAC, AWC, National War College (NWC), Rands Fellows)

Professional Civilian Education (PCE) – Provides insight to the business education of private industry (ELDP, Council for Fellows Excellence in Government (EIG), AF Executive Fellowship Princeton, Harvard, and Stanford)

Leadership Training – Management Development Center (MDC) courses

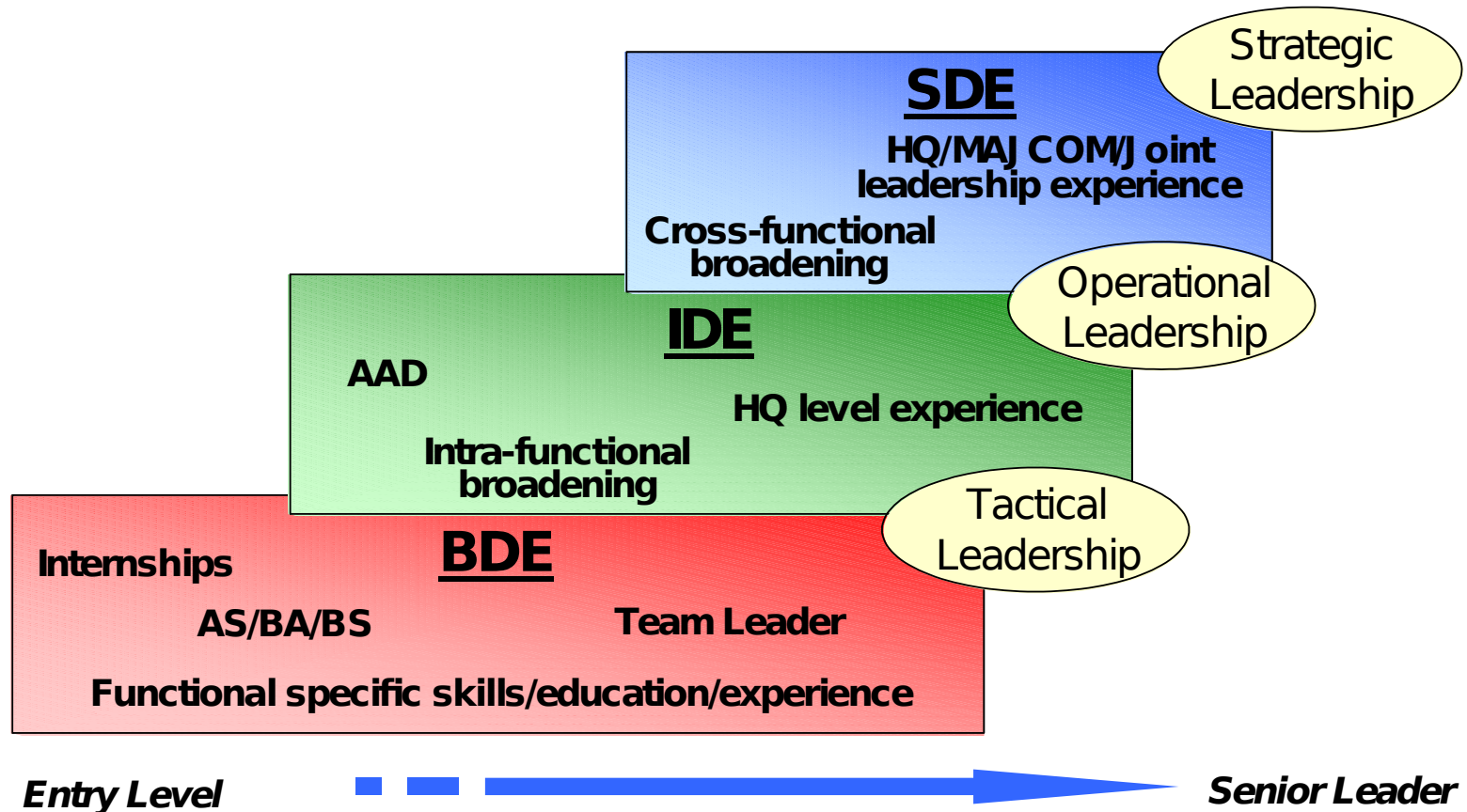
Continuous Learning – Courses aimed at the mandatory 80 continuous learning points every two years; Topics should be related /relevant to current assignment and or near term future assignment

Career Paths

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Enduring / Occupational Competencies





- Connected development over the course of a career
- Developmental Positions: Experiential development is critical part of implementing Civilian Force Development
- Developmental position are needed to meet the following:
 - Broadening (intra- and inter-functional development)
 - Staff experience (MAJCOM and HAF)
 - Leadership development
- Types of positions:
 - Centrally funded positions
 - Key leadership position
 - “Career Field” positions/management reassignments
- Promotion Policy must be consistent to reward competency development as defined by development templates